

CHAPTER 2

SENIOR AND MASTER CHIEFS AS PRINCIPAL ENLISTED ADVISOR

LEARNING OBJECTIVES

Upon completion of this chapter, you should be able to do the following:

- 1.State the roles and functions of the master chief petty officer of the Navy.
 - 2.State the roles and functions of the Chief of Naval Operations Master Chief Petty Officer Advisory Panel.
 - 3.Explain the Fleet, Force, and Command Master Chief Program.
 - 4.Describe the roles and functions of the command master chief.
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You work hard and do the best you can at any job given, and suddenly you find yourself the senior enlisted person in the command. Your success and promotions have been based mostly on performance in a rating skill. As you progress up the ladder of responsibility, you find yourself moving away from rating technical skills and into the most technical skill of all-leading people.

As the senior enlisted person in a command, with added responsibility as command master chief, command senior chief, or command chief, you will suddenly find yourself in a new arena. You work directly for the commanding officer but also have a strong tie to the executive officer. You must enforce and strengthen the chain of command. To do this, you must work closely with, and gain the trust of, department heads and division officers. You must set the example for and lead the chiefs' mess. You must seek out, listen to, and respect your chiefs' inputs but never give up your responsibility as the leader.

A 1-hour conversation with an outstanding command master chief is worth several days of research.

- AVCM(AW) D. R. Bushey
MCPON

MASTER CHIEF PETTY OFFICER OF THE NAVY

The Office of the Master Chief Petty Officer of the Navy (MCPON) was set up in 1966. This was in response to a recommendation from the Secretary of the Navy's Task Force on Navy/Marine Corps personnel retention. Its function was to provide a direct, unofficial channel of communication between enlisted personnel and the senior policy level of the Department of the Navy (DON).

There has been a revision to the original charter of the MCPON since set up; however, the change in the wording has only been done to add additional duties and responsibilities. We describe the current charter of the MCPON in the following paragraphs.

The MCPONS assignment is to the immediate Office of the Chief of Naval Operations (CNO). The MCPON, as OP-00A, is the senior enlisted representative of the Navy and acts as primary enlisted adviser of the CNO. The MCPON, as OP-01D, advises the Chief of Naval Personnel (CHNAVPERS) in all matters concerning active-duty and retired enlisted members and their dependents. In addition, the MCPON serves in an advisory capacity on various boards about enlisted members, including the following:

- Chief of Naval Operations' (CNO's) Master Chief Petty Officer (MCPO) Advisory Panel (chairman)
- National Naval Reserve Policy Board (advisor)
- Navy Uniform Board (member)

- Board of Managers, Navy Relief Society
- Board of Administrators of the Bureau of Naval Personnel (BUPERS) Central Nonappropriated Funds
- Board of Equal Opportunity for Women
- Master, senior, and chief petty officer selection boards (consultant)
- Quality Control Review Board (consultant)

CNO'S MCPO ADVISORY PANEL

Twice a year the CNO convenes the MCPO advisory panel in Washington, D.C. The panel consists of the fleet and force master chiefs (FM/Cs) and CNO-directed command master chiefs (CM/Cs). The MCPON serves as chairman of the panel.

In March, the panel convenes for 5 days of intensive briefings and updates on current enlisted personnel issues. They also consider current congressional issues. Included on the agenda are briefings by the CNO and CHNAVPERS.

In September, the panel meets again for a week to work on issues tasked by the CNO and on point papers submitted by enlisted personnel via their chain of command. Invitations are sent to former MCPONs to attend and participate in the panel discussions. This custom enables the panel to benefit from the wisdom and experience of these former MCPONs and to get a historical perspective on agenda issues.

After the September panel, recommendations (prepared in point paper format) are sent by the MCPON to the CNO for his consideration. The fleet/force master chiefs are informed of the status of the recommendations by the MCPON's office.

Since its first convening in 1971, the panel has begun many of the changes that have enhanced the enlisted sailor's quality of life. It also has given a valuable avenue of two-way communication between the sailors in the fleet and their leaders in Washington.

FLEET-, FORCE-, AND CNO-DIRECTED COMMAND MASTER CHIEFS

As you may have surmised by now, major sources of information for the MCPON are the fleet, force, and command master chiefs. The fleet and force master chiefs (FM/Cs) provide senior enlisted representation on the staffs of fleet, force, and type commanders.

CNO-directed CM/Cs give the same support to their respective commander/commanding officer.

Activities with FM/C and CNO-directed CM/C requirements are listed in figure 2-1. These people make up the CNO's MCPO Advisory Panel. Assignments are at the discretion of the CNO. The CNO will review these requirements in July 1992 and then again every 3 years.

SELECTION OF FM/Cs AND CNO-DIRECTED CM/Cs

Criteria for selection of the fleet-, force-, and CNO-directed command master chiefs have basis on demonstrated superior leadership qualities and broad management skills. The ability to communicate effectively with juniors and seniors is part of the selection criteria. However, to be eligible for selection as a fleet-, force-, or CNO-directed command master chief, these individuals are not required to be serving as CM/Cs or to be former CM/Cs,

Selection as an FM/C or CM/C for those commands listed in figure 2-1 will be under the criteria set up by the respective commander. Selections should be without consideration as to rating, type of duty, or precedence among contemporaries.

ASSIGNMENT OF FLEET AND FORCE MASTER CHIEFS

FM/C assignments are neutral duty for rotation purposes, with a normal tour length of 36 months. FM/Cs receive Navy enlisted classification code (NEC) 9588 and have an option to be closed-loop detailed as CM/Cs in all future assignments,

COMMAND MASTER CHIEF

For the purpose of this chapter, reference to the term *command master chief (CM/C)* includes the positions of command senior chief and command chief.

The CM/C is the enlisted advisor to the command on the formulation and implementation of policies pertinent to morale, welfare, job satisfaction, discipline, use, and training of all enlisted personnel. As such the CM/C has direct access to the commanding officer. The CM/C takes precedence over all other enlisted members within a command.

SELECTION AS PRIMARY DUTY CM/C

Candidates for primary duty CM/C assignments receive nominations from their respective rating

	DESIG	HDQTRS NAME	ECHELON
1.	FLEET	CINCLANTFLT	2
2.	FLEET	CINCPACFLT	2
3.	FLEET	CINCUSNAVEUR	2
4.	FORCE	CNET	2
5.	FORCE	COMNAVAILANT	3
6.	FORCE	COMNAVIRPAC	3
7.	FORCE	COMNAVMECOM	2
8.	FORCE	COMNAVRESFOR	2
9.	FORCE	COMNAVSRFLANT	3
10.	FORCE	COMNAVSRFPAC	3
11.	FORCE	COMSUBLANT	3
12.	FORCE	COMSUBPAC	3
13.	CM/C	OPNAV	1
14.	CM/C	* CNATRA	2
15.	CM/C	* CNTECHTRA	2
16.	CM/C	COMFAIRKEF	4
17.	CM/C	COMFAIRMED	2
18.	CM/C	COMHEWINGSANT	4
19.	CM/C	* COMINWARCOM	3
20.	CM/C	COMNAVIRRES	4
21.	CM/C	COMNAVBASE BROOKLYN	3
22.	CM/C	COMNAVBASE CHARLESTON	3
23.	CM/C	COMNAVBASE GUANTANAMO BAY	3
24.	CM/C	COMNAVBASE NORFOLK	3
25.	CM/C	COMNAVBASE PEARL	3
26.	CM/C	COMNAVBASE PHILADELPHIA	3
27.	CM/C	COMNAVBASE SAN DIEGO	3
28.	CM/C	COMNAVBASE SAN FRANCISCO	3
29.	CM/C	COMNAV BASE SEATTLE	3
30.	CM/C	* COMNAVCRUITCOM	3
31.	CM/C	COMNAVACCENGCOM	2
32.	CM/C	COMNAVFORAZORES	2
33.	CM/C	COMNAVFORJAPAN	3
34.	CM/C	COMNAVFORKOREA	3
35.	CM/C	* COMNAVIRSYSYCOM	2
36.	CM/C	* COMNAVINTCOM	2
37.	CM/C	COMNAVMIANAS	3
38.	CM/C	COMNAVMIIPERSCOM	3
39.	CM/C	COMNAVOCANCOM	2
40.	CM/C	* COMNAVSEASYSYCOM	2
41.	CM/C	* COMNAVSEGRUCOM	2
42.	CM/C	* COMNAVSPCWARCOM	2
43.	CM/C	* COMNAVSPSYSYCOM	2
44.	CM/C	COMNAVSRFRES	4
45.	CM/C	* COMNAVTELCOM	2
46.	CM/C	COMNDW	2
47.	CM/C	COMPATWINGSANT	4
48.	CM/C	* COMSC	2
49.	CM/C	* COMSPAWARSYSYCOM	2
50.	CM/C	* COMTRALANT	3
51.	CM/C	* COMTRAPAC	3
52.	CM/C	COMUSFAC SUBIC BAY	3

FLEET AND FORCE MASTER CHIEFS (FM/Cs) shall comprise the Chief of Naval Operations Master Chief Petty Officer Advisory Panel (CNO MCPO Advisory Panel).

* Annotated CM/Cs are encouraged to liaison directly with the MCPON as their commanders desire and will be invited to attend special CNO MCPON Advisory Panel briefings.

Figure 2-1.-CNO-directed fleet, force, and command master chief requirements.

detailer. Commanders or commanding officers screen all candidates. MCPOs seeking a CM/C assignment should submit their requests on NAVPERS 1306/7 with their commanding officer's endorsement and show their desires on a current duty preference form.

After one tour as CM/C, the member may receive an assignment within his or her rating. Consideration for a follow-on CM/C assignment depends on the individual's desires and performance. Upon showing satisfactory performance in a CM/C tour, an MCPO may request and receive NEC 9580 using NAVPERS 1221/1.

ASSIGNMENT AS PRIMARY DUTY CM/C

Assignments may be without prior approval of the commander/commanding officer except for flag staffs. Flag officers have final approval over candidates nominated to fill billets in their commands. BUPERS selects, details, and orders MCPOs to NEC 9580 billets. In the submarine force, CM/C responsibilities are held by the chief of the boat (NEC 9579). Medical and construction rating personnel will only receive assignments to CM/C billets in activities with a primary mission of medical support and construction.

SELECTION AS COLLATERAL DUTY CM/C

For units with fewer than 250 personnel, a collateral duty CM/C may come from within the command's resources. Collateral duty CM/Cs can only be U.S. Navy personnel, regardless of rating, based on proven superior leadership qualities and broad management skills. NEC 9580 will not be given to collateral duty CM/Cs.

When a commander/commanding officer does not have an MCPO allowance, a command senior chief petty officer or a command chief petty officer may have that collateral duty.

AUTHORITY AND RESPONSIBILITY

Since they deal on a daily basis with existing and potential problem areas, FM/Cs and CM/Cs can make effective and meaningful recommendations for rectifying or preventing undesirable situations. They have an open door policy with their superiors to communicate for the enlisted members of the command. Each of the individuals addressed in this chapter is in an influential and demanding position with a responsibility to maintain effectiveness both up and down the chain of command. These billets do not have the intent to create a new chain of command but to reinforce the existing

chain of communications. The following are some of the functions for which FM/Cs and CM/Cs are responsible:

- Maintaining and promoting effectiveness and efficiency of the chain of command
- Helping the commander/commanding officer in all matters about the welfare, health, job satisfaction, morale, use, and training of enlisted personnel to promote traditional standards of good order and discipline
- Advising the commander/commanding officer on formulation and implementation of changes in policy about enlisted personnel
- Attending meetings as directed by the commander/commanding officer to keep apprised of current issues and provide a representative enlisted input
- Participating in ceremonies honoring command members including all reenlistment ceremonies
- When appropriate, representing or accompanying the commander/commanding officer to official functions, inspections, and conferences
- Participating in receptions and hosting official visitors to the command
- Upon invitation, and as approved by the commander/commanding officer, representing the command and the Navy at community and civic functions
- Participating in, coordinating, or checking the following:
 - Command orientation and indoctrination division
 - *Chief Petty Officer or Petty Officer Indoctrination Courses*
 - Enlisted warfare qualifications
 - Professional Development Board and/or Striker Selection Board
 - Command retention team
 - Awards board considering enlisted personnel
 - Sailor of the month/quarter/year selection boards
 - Human resources management program

- Family service programs; for example, Ombudsman and Family Service Centers
- Bachelor enlisted quarters (BEQ) program
- Habitability Afloat Program
- Commissary and Navy exchange advisory boards (ashore)
- General mess and ship's store advisory boards (afloat)
- Humanitarian reassignment/hardship discharge screening boards
- Command examining boards
- Recreation advisory boards
- Chief petty officer (CPO) initiations
- Command Sponsor Program

ENTITLEMENTS AND UNIFORMS

Based on the *Department of Defense (DOD) Pay and Entitlements Manual*, personnel are entitled to a one-time uniform allowance upon reporting for duty as an FM/C. All FM/Cs and CM/Cs wear either distinctive rating badges or breast insignia or both, depending on the office the individual holds (fig. 2-2).

Following a successful tour as FM/C, an individual will wear two gold stars and a gold rating specialty mark when serving in his or her rating assignments. If assigned as a CM/C following a tour as FM/C, the

individual will wear two gold stars and the silver star of a CM/C in place of the rating insignia as specified in *U.S. Navy Uniform Regulations*, NAVPERS 15665G.

Upon retirement or transfer to the Fleet Reserve, when authority is given to wear the uniform, a member having successfully completed a tour as FM/C may wear gold stars and specialty marks and badges identifying a fleet or force master chief.

COMMANDER/COMMANDING OFFICER ACTION

Commanders/commanding officers, other than those of the activities listed in figure 2-1, meeting the CM/C criteria should make sure their Enlisted Manpower Authorization reflects a billet title of command master chief with NEC 9580. If a commander/commanding officer wishes to fill a CM/C billet from within his or her crew, nomination of the eligible master chief will be to the CM/C detailer for screening and possible assignment.

Commanders/commanding officers will provide adequate support for their FM/C or CM/C including the following:

- Visibility within the command/fleet/force as the senior enlisted advisor to the commander/commanding officer
- Attendance of CM/Cs at appropriate seminars and conferences when higher authority thinks attendance is necessary. The parent command normally provides fiscal support.

OFFICE	RATING BADGES		IDENTIFICATION BADGE
	SPECIALTY MARK	RATING BADGE	
MCPON	1 GOLD STAR	3 GOLD STARS	NAVY
FLEET	1 GOLD STAR	2 GOLD STARS	FLEET
FORCE	1 GOLD STAR	2 GOLD STARS	FORCE
CM/C NEC 9508	1 SILVER STAR	2 SILVER STARS	COMMAND
COMMAND MCPO	RATE	2 SILVER STARS	COMMAND
COMMAND SCPO	RATE	1 SILVER STAR	COMMAND
COMMAND CPO	RATE	CPO	COMMAND

Figure 2-2.-Command chief, senior chief, and master chief; force and fleet master chiefs; and master chief petty officer of the Navy rating badges and breast insignias.

Ž Periodic meetings with subordinate commands

SUMMARY

The MCPON is the senior enlisted member of the Navy and is the primary enlisted advisor to the CNO and CHNAVPERS. The MCPON represents the Navy's enlisted community and its dependents.

The MCPON serves as the chairman of the CNO's MCPO advisory panel. It is a forum for the fleet, force, and command master chiefs to address and recommend solutions to adversities that are beyond the capability of their commands to resolve. A primary function of the panel is to respond to CNO tasking by providing

recommendations on various programs and issues that affect the Navy's enlisted community.

Fleet, force, and command master chiefs receive selection by their superior leadership and management skills as well as their ability to communicate effectively with juniors and seniors.

REFERENCES

Fleet, Force, and Command Master Chief Program, OPNAVINST 1306.2, Office of the Chief of Naval Operations, Washington, D.C., 1989.

Standard Organization and Regulations of the U.S. Navy, OPNAVINST 3120.32B, Office of the Chief of Naval Operations, Washington, D.C., 1986.